



# **COMMUNITY HEALTH AND ECONOMIC PROSPERITY:** ENGAGING BUSINESSES AS STEWARDS AND STAKEHOLDERS

A Report of the Surgeon General

## GREYSTON BAKERY: Baking With Purpose\*



**Community Challenge**

Communities are healthier when people have jobs and steady income. Healthy communities enjoy less violence and substance misuse, more family stability, and better education for their children. To have income, job participation grows, and the people who were given a chance to work at a quality job gain back to the community and to others. But to all other, personal resources and poorly conceived living rules have to many people without that initial opportunity to gain employment.



**Scenario**

Job prospects were few for people in New York's Bronx and Harlem neighborhoods who had limited education and experience, or just no income or substance misuse. In early days, the founder of the rapidly growing Greyston Bakery literally pulled people off the street to help him bake cakes. The bakery has gone on to become a major supplier of the baked goods in New York City's Bronx. With Greyston's "Open Heart" model, employees who do not eat a minimum wage and are willing to work 12-hour shifts and 10-15 second shifts of four, and are eligible to work in the United States) can, after an average of 6 months on a waiting list, begin an apprenticeship ultimately leading to a job and union membership. With open hiring and support for employees, Greyston is now over 100 years old and the industry average.



**Action Taken**

The bakery spent years refining its hiring model. In 2010, Greyston launched the Center for Open Hiring to train and provide tools to the many businesses that had expressed an interest in adopting the bakery's hiring process.



**Key Takeaway**

If given an opportunity and training, large segments of the unemployed population will succeed in the workforce—but many are excluded because of factors unrelated to their ability to succeed on the job. Companies can start by Open Hiring an area person for an entry-level position.

\*Adapted version of the Challenge is presented in the Urban Community Health and Economic Prosperity: Engaging Businesses as Partners and Stakeholders.

## HYATT HOTELS CORPORATION: An Opportunity Partnership\*



**Community Challenge**

Even before the coronavirus pandemic devastated the global economy in 2020, many young adults (age 18 to 24) who were not in school were jobless. Being jobless at such a young age can set the stage for long-term unemployment or underemployment, young adults can become economically marginalized for the rest of their lives.



**Scenario**

Hyatt Hotels Corporation (Hyatt) recognized that young people leaving out of the workforce and the economy contribute to widening skills, income, and wealth gaps. Hyatt saw that addressing the issue of unemployment among young adults would provide a diverse employment pipeline to its future growth of Hyatt and would support the communities in which Hyatt is located.



**Action Taken**

Hyatt worked with Goals of Life to design the "Road2H" program. Launched in 2018, the program seeks to help 10,000 young adults by 2025. Road2H focuses on four key areas:

- Use a majority of the Hyatt Hotels Foundation's philanthropic giving to fund Road2H. Consolidating these resources provides Hyatt a higher return on investment.
- Develop a network of community organizations focused on training and expanding growth for job readiness. This support structure helps prepare applicants for a potential role with Hyatt.
- Use technology to help with hiring. Hyatt uses a "gamified" tool to match the skills of young workers with specific roles. Hyatt also uses a virtual reality simulator to help applicants decide which job to apply for.
- Work with community organizations to identify expansion services. External expansion services support young new hires, and their managers understand how to help them succeed.

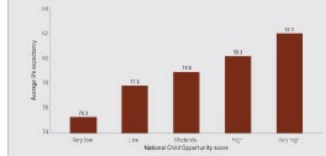


**Key Takeaway**

Without a job, the self-worth of out-of-school teenagers and young adults plummets. A lack of confidence easily translates to being less employable. In the end, unemployed young adults hurt all communities. But opportunity demands as businesses like Hyatt (a) become more aware of young adults as a potential client pipeline, and (b) foster roles in their organizations for these workers.

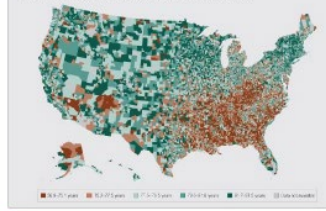
\*Adapted version of the Challenge is presented in the Urban Community Health and Economic Prosperity: Engaging Businesses as Partners and Stakeholders.

Figure 2.2 Child neighborhood opportunity level and average life expectancy at birth in the 100-largest U.S. metropolitan areas



Notes: Life expectancy in this average number of years a person can expect to live at birth for individuals born in a given neighborhood (Census tract) for the years 2010-2019. Each neighborhood is assigned to one of five opportunity levels (very low, low, medium, high, or very high) based on its 2010-2019 income. Each opportunity level accounts for 20% of the U.S. child population. Average life expectancy at birth was calculated across all Census tracts with the same opportunity level weighted by the population of children 0-17 years of age in each tract.

Figure 2.3 Life expectancy at birth for U.S. Census Tracts, 2010-2019



Community Health and Economic Prosperity: Engaging Businesses as Partners and Stakeholders—A Report of the Surgeon General

## Implications of Health Inequities for Communities

Where people live profoundly shapes their health, opportunities, and longevity. Nearly 10 million children live in very-low-opportunity neighborhoods within the 100-largest U.S. metropolitan areas. The majority of African American (95%) and Hispanic (95%) children live in very-low- or low-opportunity neighborhoods. Conversely, the majority of non-Hispanic White (66%) and Asian (62%) children live in high- or very-high-opportunity neighborhoods, reinforcing racial/ethnic differences in health outcomes and economic opportunities (calculations are based on data from the CO-20).

The costs of highly unequal access to neighborhood opportunity include reduced human capital, reduced economic productivity, lower educational achievement, less participation in the labor force, and lower potential for higher incomes as adults. Disparities in educational achievement are linked directly to levels of child neighborhood opportunity. Children with similar family structures, family income, and levels of parental education are more likely to drop out of high school and to have a teenage pregnancy if they grow up in high- versus low-poverty neighborhoods. Access to neighborhood opportunity also affects a person's ability to climb the socioeconomic ladder. Socioeconomic mobility refers to the place in the household income distribution that people attain as adults compared with the place in the income distribution that their parents attained. A child growing up in a home at the 25th percentile of parent income in a low-opportunity neighborhood will likely have an annual income at 35 years of age that is \$17,000 less than the income of a child who grew up with similar family characteristics but in a high-opportunity neighborhood (\$29,000 vs. \$46,000 annual income, in 2019 dollars, representing a 37% reduction in annual earnings, with associated implications for consumption of goods and services) (Figure 2.4).

Socioeconomic mobility in the United States has declined steadily. The proportion of children earning more than their parents fell from 90% for children born around 1940 to 50% for children born around 1980. Restoring economic opportunity for more Americans would result in an increase in those with higher incomes and in higher standards of living, more consumption, and more social cohesion—all of which have economic implications for economic prosperity. Improving neighborhood opportunity may be a promising strategy for promoting socioeconomic mobility.

The costs of highly unequal access to neighborhood opportunity include reduced human capital, reduced economic productivity, lower educational achievement, less participation in the labor force, and lower potential for higher incomes as adults.

COMMERCIAL: How Neighborhoods Shape Health and Opportunity

## COMMUNITY CHANGEMAKERS

Businesses seeking to invest in communities may join with partner organizations that are already working to improve community health and economic development. These organizations, including community development financial institutions and community development corporations, are proven partners for capital and service investments to improve the vital conditions that shape health, wealth, and well-being. Other partners with complementary strengths and skills include social enterprises, public health agencies, foundations and philanthropies, and anchor institutions. Cross-sector partnerships and collaborations involving business, government, and nonprofits can accelerate improvements in community health and economic prosperity.

**Community development corporations (CDCs).** These nonprofit organizations, typically based in low-income communities, work to improve the future of the neighborhood for the benefit of the people who live there, through activities such as real estate development, economic development, and community organizing. Approximately 4,600 CDCs exist in the United States.

**Affordable housing developers.** Although many CDCs develop affordable housing as part of their suite of local activities, there are also larger regional and national organizations dedicated solely to developing affordable housing.

**Community development financial institutions (CDFIs).** These mission-driven financial institutions provide access to affordable capital and financial services for low-income communities. CDFIs leverage federal resources, awarded through the U.S. Department of the Treasury's Community Development Financial Institutions Fund, to attract private sector investment, which they use to provide financing for projects like affordable housing development, small business creation, and community facilities. The CDFI industry manages more than \$150 billion among more than 1,100 certified CDFIs nationwide.

**Nonprofit service providers.** Besides revitalizing low-income neighborhoods through real estate development, the community development field also works to develop human capital. Nonprofit service providers play a critical role by building relationships with and offering direct services to low-income clients, from young children to older adults. These services (1) address immediate needs, such as through a food bank or homeless shelter, and (2) focus on longer-term economic stability and wealth creation through activities that target educational readiness, workforce skills, and financial capability, for example.

## Community members

Community members. Community members engage in community development in a variety of ways, including as board members of involved organizations, as members of advisory committees, and through community meetings. Many CDCs have risen from individual community members on together. The field increasingly recognizes that to create lasting change, it is partner in more intentional and meaningful ways with community members.

**Social enterprises.** These are companies with socially driven missions have aligned their profits with improving health, wealth, and well-being. The businesses meet a need in the community, such as preventing evictions or providing jobs, and meet the business imperative of being profitable.

**Public health agencies.** Public health agencies provide critical services infrastructure to improve the health of people in communities. Partnerships between public health departments and local businesses address issues like healthy behaviors, worker safety, food and nutrition, neighborhood livability, criminal justice reform. Public health departments can serve as chief health strategists in their communities.

**Foundations and philanthropies.** These organizations harness the power of wealth to tackle entrenched health and social problems. Business or philanthropic partnerships can spread prosperity and opportunity in strong communities through programs, grants, and capital investments.

**Anchor institutions.** These institutions are economic engines that power sustainability and long-term well-being in their communities. Businesses or partner with—or become—anchor institutions to strengthen and expand inclusive local economy. Hospitals and universities are prime examples of anchor institutions that leverage their own assets to create economic opportunities for individuals, businesses, and communities.

## BELDEN INC. Pathways to Employment



**Community Challenge**

The staggering levels of drug addiction in local communities across the United States have caused more than a health crisis. The economic impact of treating drug addiction is a burden on families and businesses. For those addicted, the ability to keep a job is difficult and gets harder over time, and those who manage to hold a job are less productive. For Belden, Inc. (Belden) something hard to change.



**Scenario**

Belden has been a member of the Richmond, Indiana, community since 1920. As the second largest employer in Wayne County and a global leader in specialty networking solutions, Belden is a respected American company and proud of its safety record and strong workforce. Belden requires all job applicants have a drug-free background and pass drug screening. If hired, employees must continue to be drug-free.

By 2019, 34 employees had entered the program—12 were 12 left the program, and 10 were in lower risk roles. The program for low-risk employees and as much as \$20,000 per high-risk employee to support employees who are seeking help with addictions. Belden developed a support program for other org programs and began offering the program in 2020 at two other sites.



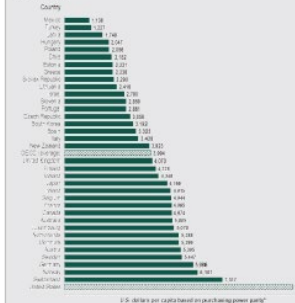
**Action Taken**

Despite an influx of applications, many potential employees were turned away. "We have the unemployment drop, but the rate was slowly increasing—between 10 to 15%," said Pam Motenhead, vice president Corporate Communications. According to Motenhead, when the data were presented to Belden's Board of Directors, one member asked Chief Executive Officer John Stroup "If you're not going to do something about this, who's?"

With support from top leadership, Belden committed to work with community partners to address the drug use problem among its applicant pool. "We are not a healthcare expert and needed to rely on the expertise of [partners] to develop, implement, and evolve [a] program," Motenhead said. Partners included Cornerstone Indiana, Meridian Health Services, Ivy Tech Community College, Marquette Richmond, and addiction specialist Dr. Mark Rosenblatt. Together, they built the Pathways to Employment Program, which launched a pilot in February 2016 and provides 10 months of support to applicants who are hired by Belden.

\* Information and quotes were obtained by Cary Thomas, University of Virginia Darden School of Business, during interviews conducted specifically for this report November 10, 2019.

Figure 1.1 Health expenditure\* per capita, 2018 (or nearest year) by country and the OECD average



Notes: OECD = Organisation for Economic Co-operation and Development. \*Health health spending is based on the first expenditure on health care services (i.e., current health expenditure), including medical institutions (hospital care, ambulatory care, long-term care, and medical services), pharmaceuticals, and public health services, as well as health administration and medical equipment. Expenditures are measured through a mix of financing arrangements, including government spending and out-of-pocket payments, non-governmental organizations, and private insurance. \*\*Per capita health expenditure is a comparison of the total amount of the price in national currencies of the same basket of goods and services in different countries.

The paradox of poor health in a country that spends far more on healthcare than any other country is partly explained by the lack of access to healthcare, but is more fully explained by the fact that health is about more than just healthcare. The conditions that shape health are critical.

the clinic—where people live, grow, learn, work, and age—and not inside the clinic, where doctors and staff do their work. In fact, healthcare is estimated to account for only 10-20% of health outcomes. The takeaway for employers is clear: The health of workers and the costs of their healthcare are shaped by the conditions in which employees live and return to after work—in their homes and neighborhoods. Today's business leaders can play a meaningful role in the lives of their employees, consumers, and community members. By investing in the health and well-being of communities across the country, businesses have the potential to change the trajectory of wellness for generations to come.

The health of Americans is vital to individuals, families, communities, businesses, the economy, and national security. U.S. employers depend on a healthy workforce to maximize productivity and minimize healthcare costs. In a global marketplace, an unhealthy workforce and high healthcare costs put U.S. businesses at a competitive disadvantage with businesses located in countries with healthier people. Population health also affects the consumer market, whereby the demand for nonessential products and services suffers when families are struggling with illnesses and much of their disposable income is required for medical expenses.

The term "U.S. health disadvantage" refers to the lower health status of Americans and the consequences of the United States among populations of wealthy nations. Although leaders in public health and medicine have been concerned about the consequences of an unhealthy population, the consequences are increasingly drawing the attention of business leaders, economists, and public officials. Today's business leaders are concerned about the larger economic impacts of a workforce that is dying prematurely, suffering from high rates of disease and disability, and generating high healthcare costs. The U.S. health disadvantage threatens the country's global competitiveness and national security, as well as the hopes and prospects of future generations.

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## Scope of the U.S. Health Disadvantage

In 2016, news outlets reported that U.S. life expectancy (how long a newborn can expect to live) was outside for the first time in generations. The reports grew out of studies from the Centers for Disease Control and Prevention that U.S. life expectancy had decreased for three consecutive

Community Health and Economic Prosperity: Engaging Businesses as Partners and Stakeholders—A Report of the Surgeon General

The Road2H Program of 2019-2020

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COMMERCIAL: The U.S. Health Disadvantage and Why It Matters to Business

# Report Table of Contents

- The U.S. Health Disadvantage and Why It Matters to Business
- How Neighborhoods Shape Health and Opportunity
- The Meaning, Purpose, and Opportunity of Business in 21st Century America
- Bringing Opportunity to Communities Through Partnerships With Community Development and Community Finance
- Working With Community Changemakers
- Data Steps for Businesses and Partners to Address the U.S. Health Disadvantage and Monitor the Business Impact
- A Way Forward for Community Health and Economic Prosperity
- Report Recommendations
- Tools and Resources



# Business leaders speaking to business leaders

## Exemplars

### BANK OF AMERICA: The Path to Participation\*



#### Community Challenge

Companies need employees who understand their customers, but competition for talent is steep. How can companies recruit and retain employees who can effectively serve their customers?



#### Scenario

Bank of America (BOA) is a financial institution. Many BOA financial centers conduct business with communities. As demographics change in force that is responsive to those communities and understand the challenges customers face.



#### Action Taken

Reviewing data on open positions and applications often not recruiting from the communities. Many of those positions did not require a college degree. BOA committed to hiring 10,000 new employees by 2023. "We began reaching a better perspective on the opportunities BOA has and a BOA representative said, "We wanted to provide job opportunities for people with all different backgrounds, and is better prepared to help employees face every day (e.g., a 2020 increase in BOA's minimum wage to \$15 an hour). BOA is committed to providing financial security for the company's employees."



#### Key Takeaway

By thinking differently about where to recruit, BOA was able to find a group of potential employees. BOA now provides training to employees who in turn can model better business practices to their neighbors.

\* A more detailed version of this Exemplar is presented in the full report: *Community as Stewards and Stakeholders*.

### BELDEN, INC.: Pathways to Employment\*



#### Community Challenge

Staggering levels of drug addiction in communities across the United States are a health crisis and also an economic crisis. For Belden, Inc. (Belden), something had to change.



#### Scenario

Belden, the second largest employer in Wayne County, Indiana, is a global leader in specialty networking solutions. Nearly a third of the 500+ workers at a Belden plant were set to retire within 5 years. At the same time, the labor pool for manufacturing was declining, and many applicants were failing Belden's drug screening—where would the new hires come from?



#### Action Taken

Belden teamed with community partners to build the Pathways to Employment Program, which provides 18 months of support to new hires. The program offers rehabilitation and a job to applicants who fail the drug screening but agree to enter the program. First, a healthcare provider assesses new employees and places them into one of two groups—low risk or high risk for substance use disorder. Then employees receive personalized, evidence-based rehabilitation treatment, during which they work in positions that do not pose a safety risk. Drug tests are conducted almost weekly for the first 8–16 weeks. Employees must remain drug-free to work in higher risk positions. Employees who fail a drug test are released and provided with community resources. However, if employees are forthright about a relapse before failing a test, they get a second chance. After the program's initial success, Belden developed a blueprint for other organizations, and began offering the program at other Belden facilities.



#### Key Takeaway

Belden needed to hire people to meet business demands. All groups—business, government, and the healthcare system—worked together to address the need. Having a job is a critical part of maintaining a drug-free lifestyle; filling a job is critical to business success. Belden helped with both, and is sharing its learnings with other companies, organizations, and communities.

## Featured Authors

### Centene Corporation Perspective

In 1984, Betty Brinn, a mother of four who grew up in the foster care system, started Family Hospital Physician Associates (FHPA) with the mission of making quality healthcare accessible to those in need. Within 8 years, FHPA had grown to a \$40 million company with 40,000 members. Now named the Centene Corporation and headquartered in St. Louis, Missouri, the company provides healthcare coverage to nearly 1 in 15 individuals across the nation while staying true to its founding mission.

In August 2014, the world focused on the St. Louis suburb of Ferguson as protesters and police violently clashed following the shooting death of 18-year old Michael Brown, Jr., by a Ferguson police officer. The city's businesses and residents were besieged by fires, vandalism, and riots. The future of this small community hung in the balance. Ferguson's problems were not unique to Missouri and could have taken place in any community in the United States.

Centene was among the first of many corporations in St. Louis to see the importance of supporting the community

of Ferguson. Plans moved quickly for a new Centene Senior Center in Ferguson, which would be more than 18 months in the making. The new facility would bring many American community, a center, inter childhood development, and a forward. Centene's High School students will be at the service and future of

To learn more about Centene's investments in the community, see the business perspective by President, Centene Corporation, and Steward of the Surgeon General.

### Hillenbrand Corporation Perspective

Hillenbrand, Inc., is a diversified industrial company headquartered in Batesville, Indiana. It employs more than 12,000 people and has been an anchor institution in Batesville since 1906. Despite operations in more than 40 countries, Hillenbrand remains headquartered in the heart of Batesville and is committed to being a true community partner.

Maintaining headquarters in a rural community is not easy. While Hillenbrand continues to grow, the population of Batesville and surrounding communities is dwindling, posing challenges to the abilities of Hillenbrand and other businesses to maintain a stable workforce and cultivate a future workforce.

In collaboration with a host of community partners, Hillenbrand invested time, resources, and ingenuity to enhance the vibrancy of Batesville for its residents and businesses, with the expectation of stemming the population loss and even attracting new residents. For example,

- The Hillenbrand Community Leadership Series annually engages business and civic leaders in strategic discussions, studying and solving large issues facing the community—from diversity and

### Shakopee Mdewakanton Sioux Community Perspective

Shakopee Mdewakanton Sioux Community (SMSC) is a federally recognized, sovereign

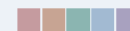
competitive compensation, employees receive medical and dental insurance, a health flex spending account, a 401(k) retirement plan, tuition reimbursement, and access to a fitness center. The average tenure for SMSC employees is 8 years, twice the national average.

- As a Native American tribe, SMSC places particular importance on collaborating with and supporting other tribes and Native American communities. Their investments, including a \$500 million loan program, aim to strengthen individual tribal communities and all of Indian Country.

SMSC's enterprises are driven by community values. SMSC recognizes the power of investing in their community, their region, and in Indian country as a whole to drive and sustain business success.

To learn more about SMSC's investments in community, see the business perspective by SMSC Chairman Keith Anderson, Vice-Chairman Cole Miller, and Secretary/Treasurer Rebecca Crooks-Stratton in *Community Health and Economic Prosperity: Engaging Businesses as Stewards and Stakeholders—A Report of the Surgeon General*.

To learn more about Hillenbrand's investments in communities, see the business perspective by Joe Raver, President and Chief Executive Officer of Hillenbrand, in *Community Health and Economic Prosperity: Engaging Businesses as Stewards and Stakeholders—A Report of the Surgeon General*.





Many businesses have already taken actions to strengthen communities. This brief compiles examples of business practices that work to improve community health, wealth, and well-being and increase economic prosperity. The business actions and community engagements in these examples may motivate other businesses to strengthen communities and help the U.S. economy work for everyone—because that's good for business.

#### List of Businesses

- |   |  |
|---|--|
| ■ American Express                            | ■ New Orleans Business Alliance  |
| ■ Bank of America*                            | ■ Oklahoma City County Health Department and the Greater Oklahoma City Chamber of Commerce |
| ■ Belden, Inc.*                               | ■ Partnership for the Bay's Future*  |
| ■ Bon Secours Mercy Health                    | ■ Patagonia®   |
| ■ Centene Corporation**                       | ■ Prudential Financial   |
| ■ The Chickasaw Nation*                       | ■ Quicken Loans  |
| ■ Cleveland Clinic                            | ■ The Reinvestment Fund*   |
| ■ CommonSpirit Health (legacy Dignity Health) | ■ Rutgers University—Newark  |
| ■ Fairview Health Services                    | ■ RWJBarnabas Health   |
| ■ First Step Staffing                         | ■ Shakopee Mdewakanton Sioux Community**   |
| ■ Fund for Quality                            | ■ The Sherwood Foundation  |
| ■ Grads of Life*                              | ■ Sodexo   |
| ■ Greater Kansas City Chamber of Commerce     | ■ Starbucks  |
| ■ Greyston Bakery*                            | ■ University Hospitals Rainbow Center for Women and Children                               |
| ■ Hillenbrand, Inc.**                         | ■ University of Massachusetts Memorial Health Care   |
| ■ HomeStart                                   | ■ UnitedHealthcare   |
| ■ Hyatt Hotels Corporation*                   | ■ Virginia Commonwealth University   |
| ■ JPMorgan Chase                              | ■ The Wonderful Company  |
| ■ King Arthur Flour                           |  |
| ■ Metropolitan State University               |  |
| ■ Morgan Stanley                              |  |
| ■ Nehemiah Manufacturing Company              |  |

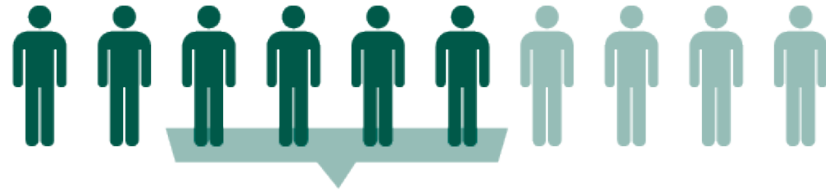
\* For a more detailed account of this business, see the respective "Exemplar" in the full report: *Community Health and Economic Prosperity: Engaging Businesses as Stewards and Stakeholders—A Report of the Surgeon General*.

\*\* For a more detailed account from a representative from this business, see "Perspectives From Business Leaders" in the full report: *Community Health and Economic Prosperity: Engaging Businesses as Stewards and Stakeholders—A Report of the Surgeon General*.

# Community-Strengthening Business Practices

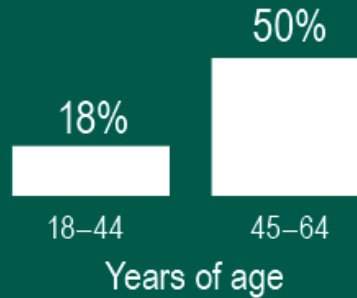
The report features forty examples of businesses that have engaged with and invested in communities, to improve health, wealth and well-being, and their own bottom line.

6 of 10 Americans have  
at least one chronic condition






Americans have two or  
more chronic conditions

Working-age Americans with  
two or more chronic conditions



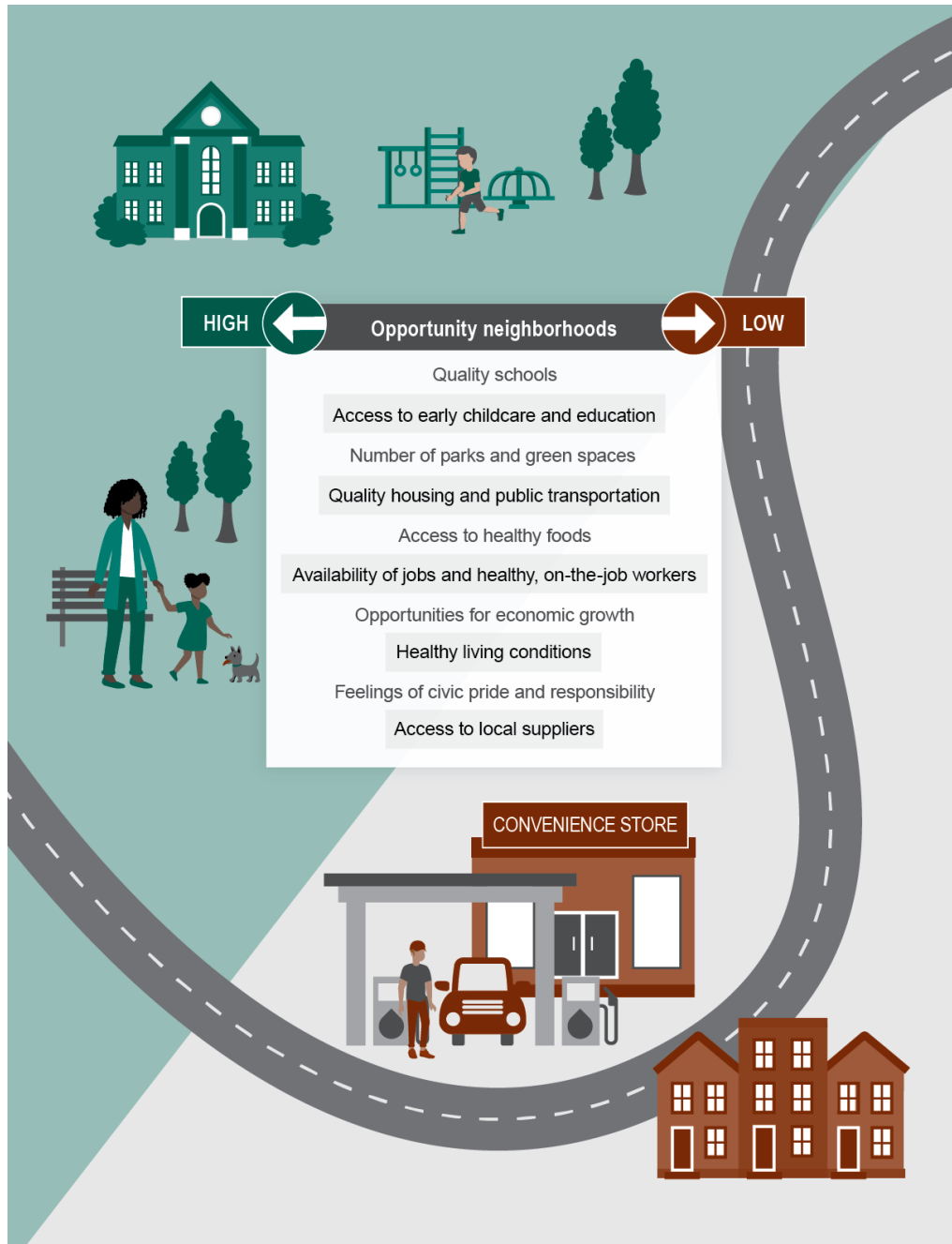
Americans suffer and die at higher rates from a broad range of diseases and injuries including:

 Diseases	 Death or injuries	 Reproductive health
Heart, lung, and kidney disease Obesity Diabetes HIV/AIDS	Car crashes involving alcohol Shootings Drug overdoses	Poor birth outcomes (e.g., infant mortality)

## The U.S. Health Disadvantage

People in the United States have poorer health than people in other wealthy countries.

U.S. workers are sicker and more likely to die earlier than workers in other wealthy countries.



# Place Matters

High and low opportunity neighborhoods are often found in proximity to each other.

Low opportunity neighborhoods diminish the life chances of people who live in them, particularly children.

# The Opportunity and the Value



- ✓ Healthier workers and lower healthcare costs
- ✓ More productive on-the-job employees
- ✓ Greater ability to recruit and retain talent
- ✓ Greater brand recognition and more loyal customers
- ✓ Greater profitability



## What Causes the U.S. Health Disadvantage?

The U.S. health disadvantage can be explained by the ways in which the United States differs from other countries, for example:<sup>1</sup>

			
<b>Public Policy and Spending</b>	<b>Social and Economic Conditions</b>	<b>Social and Environmental Factors</b>	
Such as taxation, social welfare programs, and investments in education	Such as poverty and income inequality	Such as access to affordable housing and recreation and parks, and exposure to violence	Such as alcohol use and tobacco

Racism and bias is increasingly identified as an important factor in health outcomes for such population groups as people of color, through several intertwined pathways. For example, racial bias in treatment within the criminal justice system, and lack of access to quality care, have the effect of concentrating poverty, limiting access to quality care, and increasing health disparities.

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## What Can Businesses Do to Help Address the U.S. Health Disadvantage?

The Surgeon General's report (*Community Health and Economic Prosperity: Engaging Businesses as Stewards and Stakeholders—A Report of the Surgeon General*) offers recommendations on what businesses can do, in collaboration with others, to begin the work of strengthening communities and addressing the U.S. health disadvantage.

1

Community Health and Economic Prosperity  
The Problem, the Causes, the Opportunities, and  
the Solutions—At a Glance

2



Department of Health and Human Services

# Supporting Materials

<https://www.hhs.gov/surgeongeneral/reports-and-publications/community-health-economic-prosperity/index.html>

https://www.youtube.com/watch?v=E1XAuKV8z28

YouTube

Search

**Businesses and communities must work together**



Play (K)

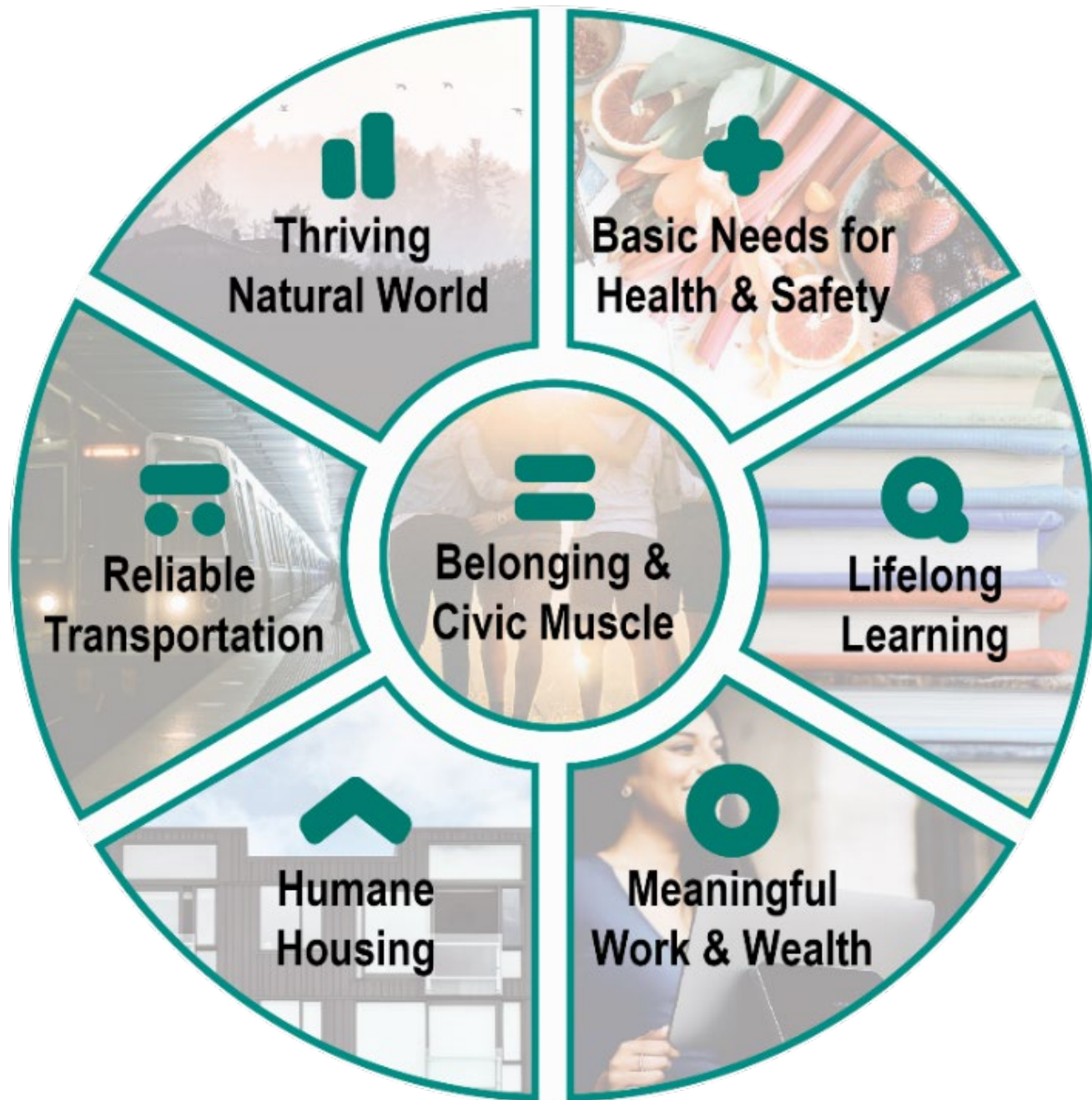
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The U.S. Health Disadvantage: Implications for Businesses and Employers

Unlisted

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## Seven Vital Conditions

The conditions everyone needs in order to thrive.

The conditions everyone needs to have the best chance to achieve their best health, wealth and well-being.

# Robert Kennedy

- GDP counts air pollution and cigarette advertising, and ambulances to clear our highways of carnage.
- It counts special locks for our doors and the jails for the people who break them. It counts the destruction of the redwood and the loss of our natural wonder in chaotic sprawl.
- It counts napalm and nuclear warheads and armored cars for the police to fight the riots in our cities....
- Yet GDP does not allow for the health of our children, the quality of their education or the joy of their play ...
- It measures neither our wit nor our courage, neither our wisdom nor our learning, neither our compassion nor our devotion to our country, **it measures everything except that which makes life worthwhile.**

